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July, 2002

## To the Honorable Mayor, Members of the City Council, and the Citizens of Chattanooga



It is my pleasure to present to you the 2003 balanced budgets for the City of Chattanooga, Tennessee. This budget is reflective of the hard decisions made last year in the face of huge operating deficits. It continues the commitment to building a strong City with no tax increase. The Mayor, Council members and department administrators have worked diligently in putting this budget together. My thanks to each of you for your spirit of cooperation.

This budget continues the Mayor's agenda to maintain the strong fiscal character of the City through economic growth and providing good paying jobs for its citizens. Funding is included for all the nine initiatives outlined by the Mayor as he took office in April 2001. These initiative include business recruitment, access to capital, a digital vision, VAAP (Enterprise South Industrial Park) site development, improved airline service, assisting UTC become more attractive to student across the country, improved education, clean, safe, attractive neighborhoods and improved safety for the citizens of Chattanooga.

The Mayor and councilmembers have taken major steps in ensuring that these goals are met. A major consulting firm (funded jointly by City and County) has been hired to promote business development in the Enterprise South. A three year capital improvement plan has been adopted by the council which demonstrates commitment to public improvements that ensures an improved quality of life for the citizens through improved public service and economic stimulation. The 21st Century Waterfront Plan which evolved out of a public process guided by a consulting team led by Hargreaves & Associates and Chattanooga's Planning and Design Studio is a sweeping, multi-million dollar effort combining public and private financing which will transform the downtown riverfront with a combination of preservation, development and enhancement.



The 21st Century Waterfront Plan comprises 129 acres on both sides of the river stretching from the Veteran's Bridge on the east to Moccasin Bend and M.L. King Boulevard on the west. The plan area is divided into six districts based on their natural features and development characteristics. Half of the districts – the First Street Steps, Ross's Landing Park, and Manufacturer's East – offer immediate development potential. Three others – Manufacturers West, Cameron Harbor and the Moccasin Bend Gateway will develop over a longer period. A brief description of the projects follows:

The **First Street Steps** connect Market Street and the Aquarium with the Walnut Street Bridge, the Bluff View Art District and the Hunter Museum of American Art. A new public plaza is created between Cherry and Walnut Streets. First Street itself is transformed into a mixed-use neighborhood of residences, shops, cafes and galleries with a funicular to ease the trip up and down hill. Pedestrian connections at Second Street and a proposed bridge from the Walnut Street Circle across Riverfront Parkway complement the Hunter's plans to reconnect the museum to the City.

The **Ross's Landing Park** is a cornerstone of the plan. Here at the birthplace of the city, the vision includes a reconfigured Riverfront Parkway allowing for an enlarged and enhanced riverside park. This expansive area encompasses the Chattanooga Green and the Tennessee River Terraces and will be a fabulous and functional setting for riverside festivals. The trailhead of the Trail of Tears is honored, and much-needed docking facilities accommodate transient boaters. An expanded marina, water taxis, riverfront cafes, residential units and commercial development bring a fitting vitality to the area known as the "front porch" of the city. The crown jewel is the expansion of the Tennessee Aquarium, solidifying its position as the finest freshwater aquarium in the world.

**Manufacturers East** comprises the area near the intersection of Manufacturers Road, Cherokee Boulevard and Market Street. The plan calls for a new mixed-use neighborhood of residential and commercial development that mark the beginning of a connection between downtown and Moccasin Bend. The highlight of this district is the Tennessee Wetland Park, preserving the wetlands west of the Market Street Bridge as a nature reserve with an interpretive riverside boardwalk. The Adventure Playground and a segment of the Trail of Tears bring recreation and history to the district, and the collective components of the district provide a perfect complement to Coolidge Park.

Highlights of the remaining segment include: **Cameron Harbor** – anchoring the west end of M.L. King Boulevard with a marina, housing and offices, restaurants and shops, green space and a river taxi linking to the developments upriver and down; **Manufacturers West** - celebrating the industrial character of the river's north shore, but tempering it with riparian habitats, riverwalk segments and a canoe launch; **Moccasin Bend Gateway** – providing a interpretive center, water taxi access and celebratory gateway into Moccasin Bend National Park, pending the declaration of park status.

## Budget in Brief

Initial departmental and agencies' budget requests exceeded estimated revenues by more than \$19.2 million dollars. This was due in some part to the fact that revenue projections from the prior year were not materialized as a result of the continued lag in the economy. By careful review with department heads and a policy of funding agencies at fiscal year 2002 levels we were able to produce a balanced general fund budget of \$146,170,526 or 1.09% increase over the prior year. Major factors affecting the 2003 budget are:

1. State and County-wide sales taxes are projected to grow at 3.5%
2. Property taxes are projected to grow at 2.4%
3. Other Revenues remained generally flat with little or no growth except for minimal increases in charges for services
4. City-wide operation growth was relatively flat with only essential increase for departments.
5. Except for salaries and medical costs, departmental operations are budgeted at less than the prior year for the second year in a row.
6. The employee pay plan including steps for all eligible employees fully funded plus a 3% increase for police and fire sworn personnel to bring them more in line with market.

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7. One time pay for non-sworn employees who are maxed out in the pay plan.
8. Increased pension contributions for General and Fire and Police pension plans
9. 13.2% increase in cost of medical insurance.

Through the diligent work and cooperation of the council, administration, we were able to adopt a balance budget with no increase in the tax rate which stands at \$2.516 per \$100 of assessed valuation.

An increase of 7% is proposed for the rates charged by the City's interceptor Sewer System. There has not been a rate increase for the Sewer System in 8 years. Residential rates were reduced by 10% in 1999. There are no proposed increases in the charges for services provided under the City's Storm Water Program, or the Solid Waste Landfill. This budget presents a financial and operating plan for the City with the primary initiatives outlined earlier.

## Budget Highlights

The 2002/2003 Annual General Fund Operating Budget of \$146,170,526 includes \$4,500,000 of capital. The total financial program is \$277,962,837, this 7.31% increase is due primarily to the passage of FY 03 Capital Budget. The \$29.5M FY03 capital was approved by Council for various projects throughout the city.

Revenues for all appropriated funds total \$241,146,684, a decrease of .52% from previous year. Although taxes, Licenses and Permits and Fines and Forfeitures increase in FY03, declining shared revenues of approximately -8.59% and a decline in interest earning of -42.68% are attributable to the overall offsetting decrease. The city estimates the State sales tax will decrease of -6.7%. County wide sales tax are estimated at \$22M, that's a \$.8M increase or 2.2% from FY02.

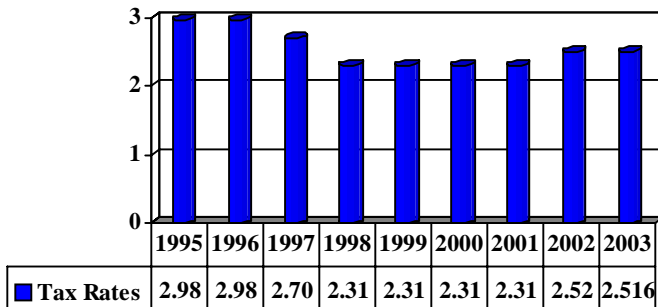
Interest earnings are estimated to be down during FY03 due to the declining interest rates and market conditions. The budget reflect a decrease of -41.3% of interest earnings.

Appropriations are \$253,797,640 a 4.32% increase is primarily because of a \$18,786,216 increase in the FY03 Capital Budget over the FY02 Capital Budget. Rising medical cost, pension contribution change for Fire & Police from 12.24% to 15.72%, additional salary cost, and additional debt service for existing debt account for the rest of the increase fluctuation.

**General Fund.** The City's General Fund accounts for all applicable resources related to the general operations of city government. These funds are unrestricted. The total appropriation FY03 budget is \$146,170,526. This 1.09% increase can be contributed rise in medical, rise in the Fire & Police pension, and employee raises.

**Special Revenue Funds.** The City's Special Revenue Funds are set by City resolution to account for funds that are restricted as to use by federal and state governments and special purpose. Reported funds through FY03 include State Street Aid, Human Services, and Economic Development. In fiscal year 2003, the Special Revenue Funds total \$34,398,233. Capital transfers out are decreased in FY03 due to a full year of debt service required in the Economic Development fund. The Economic Development fund accounts for the city only local option sales tax to be use for future development and debt service on projects specific to Economic development in the city. The Debt service requirement limits the amount of funds available for future capital needs which would be expended in the capital project funds.

### Property Tax Rates



**Debt Service Fund.** The City is authorized to issue general obligation bonds for capital projects. The City Council may authorize the issuance of tax-supported bonds by a simple majority vote, with notification of the action published in local newspapers. Unless 10 percent of the qualified voters protest the issuance by petition within 10 days of notification, the bonds may be issued as proposed. Both principal and interest on general obligation bonds are payable from ad valorem taxes which may be levied by the City Council subject to a legal debt limit of 10 percent of assessed valuation of property. The City Council is also authorized to issue revenue bonds to finance capital improvements for its various enterprise activities; and loan agreements and

capital leases for various other public benefit.

The City entered into a Loan Agreement with the Tennessee Municipal Bond Fund on February 10, 1997 whereby a line of credit was established for up to \$7,908,000 for various general government capital projects. At June 30, 2002, the City had a balance outstanding of \$5,650,098. During fiscal year 2001 the City entered into a capital lease for a building located on ML King Blvd. The intended use of the building will be to expand the Police Training Facilities. At June 30, 2002 the outstanding balance was paid in full. The City also entered into a lease purchase of sewer system improvements from the City of Collegedale, another local municipal government. At June 30, 2002 the outstanding balance was \$288,204. General Obligation Bonds were issued in March, 2001 in the amount of \$48,310,000. This funded various capital improvements of the general government in the amount of \$39,576,000; solid waste system improvements in the amount of \$6,734,000; and stormwater system improvements in the amount of \$2,000,000. In order to take advantage of declining interest rates in March 2002 the city issued \$58,130,000 General Obligation Refunding Bonds. This included \$43,910,000 Public Improvements bonds and \$13,985,000 Sewer & Sewage Facilities Bonds.

Revenues	FY02/03	FY01/02	inc(dec)	% change
Taxes	93,304,133	90,943,399	2,360,734	2.60%
Licenses & Permits	10,238,668	5,999,348	4,239,320	70.66%
Intergovernmental	79,429,777	86,893,138	(7,463,361)	-8.59%
Charges for services	45,749,105	47,706,311	(1,957,206)	-4.10%
Fines, forfeitures and penalties	1,761,760	1,652,500	109,260	6.61%
Interest earnings	2,861,082	4,991,639	(2,130,557)	-42.68%
Miscellaneous	7,802,159	4,222,063	3,580,096	84.79%
Total Revenues	\$ 241,146,684	\$ 242,408,398	(1,261,714)	-0.52%
Other Financing Sources				
Transfers in	24,746,066	16,609,227	8,136,839	N/A
Bond Proceeds	12,070,087	0	12,070,087	N/A
Total Other Financing Sources	\$ 36,816,153	\$ 16,609,227	20,206,926	N/A
Total Revenues & Other Sources	\$ 277,962,837	\$ 259,017,625	18,945,212	7.31%

To further take advantage of the current bond market conditions, the city issued \$38,290,000 General Obligation Refunding bonds in August, 2002. This issue refunded \$31,632,952 and \$5,922,048, Sewer and Public Improvement, respectively.

At year-end, the primary government and its component units had a number of debt issues outstanding. These issues included \$244,704,836 in general obligation debt, of which revenues from the City's Enterprise Funds support \$169,016,891. The primary government also has \$38,400,000 in revenue bonds outstanding at year-end for the Electric Power Board, an Enterprise Fund. Two component units have revenue bonds outstanding. These

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include \$16,750,000 for the Metropolitan Airport Authority and \$129,200,000 in lease rental revenue bonds issued by the Southside Redevelopment Corporation.

**Capital Project Funds.** The City maintains about nine capital project funds. The Capital Budget for the 2003 fiscal year is \$29,458,903, this is \$18,786,216 over last year approved amount of \$10,699,687. The primary reason for the increase is the new Enterprise South Site Improvements initiative of \$9.5M and Public Works projects of \$11.8M.

<b>Appropriations</b>	<b>FY02/03</b>	<b>FY01/02</b>	<b>inc(dec)</b>	<b>% Change</b>
General Fund	126,702,349	127,985,080	(1,282,731)	-1.00%
Enterprise Funds	38,372,766	44,704,687	(6,331,921)	-14.16%
Special Revenue Funds	34,398,233	33,790,615	607,618	1.80%
Fiduciary Funds	5,318,000	5,411,000	(93,000)	-1.72%
Debt Service Fund	8,649,070	9,967,329	(1,318,259)	-13.23%
Capital Project Funds	29,485,903	10,699,687	18,786,216	n/a
Internal Service Funds	10,100,000	9,850,000	250,000	2.54%
<b>Total Expenditures</b>	<b>\$253,026,321</b>	<b>\$ 242,408,398</b>	<b>10,617,923</b>	<b>4.38%</b>
<b>Other Financing Uses</b>				
Transfers Out	24,936,516	16,609,227	8,327,289	50.14%
<b>Total Other Financing Uses</b>	<b>\$ 24,936,516</b>	<b>\$ 16,609,227</b>	<b>8,327,289</b>	<b>50.14%</b>
<b>Total Expenditures &amp; Other Uses</b>	<b>\$277,962,837</b>	<b>\$ 259,017,625</b>	<b>18,945,212</b>	<b>7.31%</b>

**Enterprise Funds.** The City maintains four enterprise operations as part of the primary government. Combined total assets at June 30, 2002, and operating revenues for the fiscal year were \$772.6 million and \$399.6 million, respectively. A brief discussion of the major operations follows:

The Electric Power Board, not presented in our presentation because it is a separate administrative agency of the government, exercises exclusive control and management of the Electric Distribution System. It is the sole distributor of the electric power within the boundaries of the City and County (587 square miles). It accounts for 89.7 percent of total Enterprise Fund operating revenues and reported a net income of \$5.3 million for the year ended June 30, 2002.

The Interceptor Sewer System of the City provides water and sewer services to customers on a self-supporting basis utilizing a rate structure designed to produce revenues sufficient to provide for debt service, operating expenses and adequate working capital. The strong commercial, industrial and residential growth in the City, along with increased federal mandates, has necessitated ongoing expansion of the Interceptor Sewer System. To illustrate, property, plant and equipment of the system in 1976 totaled \$68.8 million compared to \$302.9 million in 2002. The department accounts for more than 45.0 percent of total Enterprise Fund assets. The 2003 Budget is under current review. The proposed amount, including Debt Service and Capital is \$33,140,073. Proposed operations is \$17,822,333.

The Solid Waste/Sanitation Fund was established in accordance with state mandate. This fund accounts for the operations of the City's landfill. Landfill fees are charged commercial customers for use of the landfill, while the cost of City landfill needs are financed through a General Fund subsidy. An aggressive capital program has been launched to meet landfill requirements set by the state and federal governments. This program is estimated to cost \$38.5 million over a ten-year period. The 2003 Budget is \$5,913,032. Net capital assets as of June 30, 2002 is \$5.3 million with total assets reaching \$17.2 million.

The Storm Water Fund accounts for the operations of the City's storm water management program as mandated by the Environmental Protection Agency and the state. The program is designed to produce revenues sufficient to provide for debt service, operating expenses and

adequate working capital. Since the inception of this program in 1994, the investment in property, plant, and equipment has grown to \$37.8 million. The 2003 Budget is \$4,788,000. This is no change from last year's amount.

**Internal Service Funds.** The City maintains three Internal Service Funds. These funds provide goods or services to other governmental operating units such as departments, bureaus, and agencies. These funds charge for services. The three reporting funds are the two Municipal Fleet Services Funds and the Liability Insurance Fund. The Fleet Services Fund's 2003 budget is \$10,100,000. This 12% increase is driven by the increase in salaries and the accumulation of Inventory Supplies for Fleet Services, netted against the 58% decrease in Liability Insurance claims. The City of Chattanooga is self insured. The Liability Insurance Fund was established to fund and pay for all judgments and costs or liability claims against the municipality.

**Fiduciary Funds.** The City maintains Expendable Trust Funds and Pension Trust Funds. The Expendable Trust Funds include Community Development Fund and Home Investment Fund used to account for assets held by the City as trustee. These funds are accounted for in the same manner as governmental funds. Under GASB 34, the Community Development and Home Investment Funds will become a special revenue fund. The Pension Trust Funds account for assets held by the City as trustee. These funds are accounted for in the same manner as business enterprises providing similar services. Total report Fiduciary Funds for FY 2003 is \$5,318,000. Below is a brief discussion about the employee pension system.

**Retirement Plans.** The City maintains three single-employer defined benefit pension plans which cover all employees. Each of these systems is maintained separately: one system (General Pension Plan) covers general City employees; a second plan covers employees of the Electric Power Board; and the third covers Firemen and Policemen. Each plan has its own consulting actuary. The following schedule shows the percentage amount of annual pension cost funded by the City for years currently available:

Pension Plan	UAAL	Funded Ratio
General Pension	(48,310)	128.18%
Fireman & Policemen	24,504	89.19%
Electric Power Board	0	100.00%

City management and the Pension Boards closely observe the future costs of both benefit improvements and changes in retirement trends of employees. Recommendations of actuaries are carefully considered, and appropriate measures are taken to ensure that the pension plans are actuarially sound.

**General Pension Plan.** The City provides a general pension plan for permanent employees. All permanent employees hired after February 1, 1979 must join the plan as a condition of employment. Employee contributions are 2% of earnings subject to social security tax and 5% of earnings not subject to social security tax. The City Finance Officer is authorized to match all salaries of all participants in the General Pension Plan. The City's actuarially computed contribution rate for FY 2003 is 1.8% of employee earnings

**Fire and Police's Insurance and Pension Fund.** The City Finance Officer is authorized to match the total salaries of all participants in the Fire & Police Pension Fund with a contribution from the General Fund not to exceed 15.72 percent. Each employee who is a participant in this Plan contributes 8% of total salary annually.

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**Electric Power Board Pension Plan.** The Electric Power Board's plan is a single Employer Defined Benefit Pension Plan administered by an individual designated by EPB. Contribution requirements of Plan members and the EPB are established and can be amended by the EPB.

Effective August 1, 1984, the Board implemented a 401(k) plan, which permits employees to invest up to 7.5% of salary in a tax-deferred savings plan. EPB contributes up to 2.5% of the employee's salary.

## Per Capita Budget

The citywide operating per capita budget for FY02 totals \$1,491.31 and for FY03 total \$1,370.45. This represents per capita decrease of .080%.

In each fiscal year, the City continues to give priority to Public Safety, Neighborhood Revitalization, Economic Growth, and Education which account for significant portions of departmental appropriations each year. Below is a summary chart that shows a comparison for two years actual and two budget years by program.

Program	Actual FY99/00	Actual FY00/01	Budget FY01/02	Budget FY02/03
General Government	213.40	217.73	226.35	204.13
Finance & Administration	37.00	38.00	117.00	57.00
Public Safety	320.96	344.92	368.69	373.67
Public Works	571.66	636.41	513.87	476.79
Parks & Recreation	76.75	81.57	90.88	84.11
Debt Service	49.74	51.52	64.08	55.60
Social Services	108.55	128.09	116.11	114.63
<b>Total</b>	<b>1,378.06</b>	<b>1,498.24</b>	<b>1,496.98</b>	<b>1,365.93</b>

## Financial Assessment

Chattanooga continues its position of strong fiscal strength enjoyed over the past several years. The City is in the best fiscal condition it has been in over 29 years and our outlook is improving. Over the years, through strong fiscal management, Chattanooga has positioned itself well to weather economic downturns, create a positive atmosphere for economic development, and provide greater flexibility on budgetary issues.

## Fund Balances

One measure of a city's financial strength is the level of its fund balances. The City's estimated unrestricted fund balance in the general fund will amount to approximately \$28.8 million as of June 30, 2002. This balance is \$2.2 million over FY01. Our recommended guideline for general fund balance coverage is 20% of general fund revenues.

## Financial Reserves

Another indicator of a city's financial strength is the level of financial reserves. Over the years the City has established financial reserves to absorb unforeseen liabilities. The City also has \$5.5 million in debt service reserves at June 30, 2002; monies that will help stabilize and fund future debt service obligations. Included in this budget and financed from current revenues are \$.5 million that will protect us against unanticipated emergencies.

## Bond Ratings

The City has maintained a "AA" rating from Standard & Poor's and Fitch Investor's Service. Both agencies cite sound financial management, fund balance reserves, the debt retirement policy, and a history of pay-as-you-go capital financing as justification for the favorable ratings.

## Conclusion

With final budget adoption, I want to thank the Mayor and City Council, citizens and City staff for their time and effort throughout this budget process.

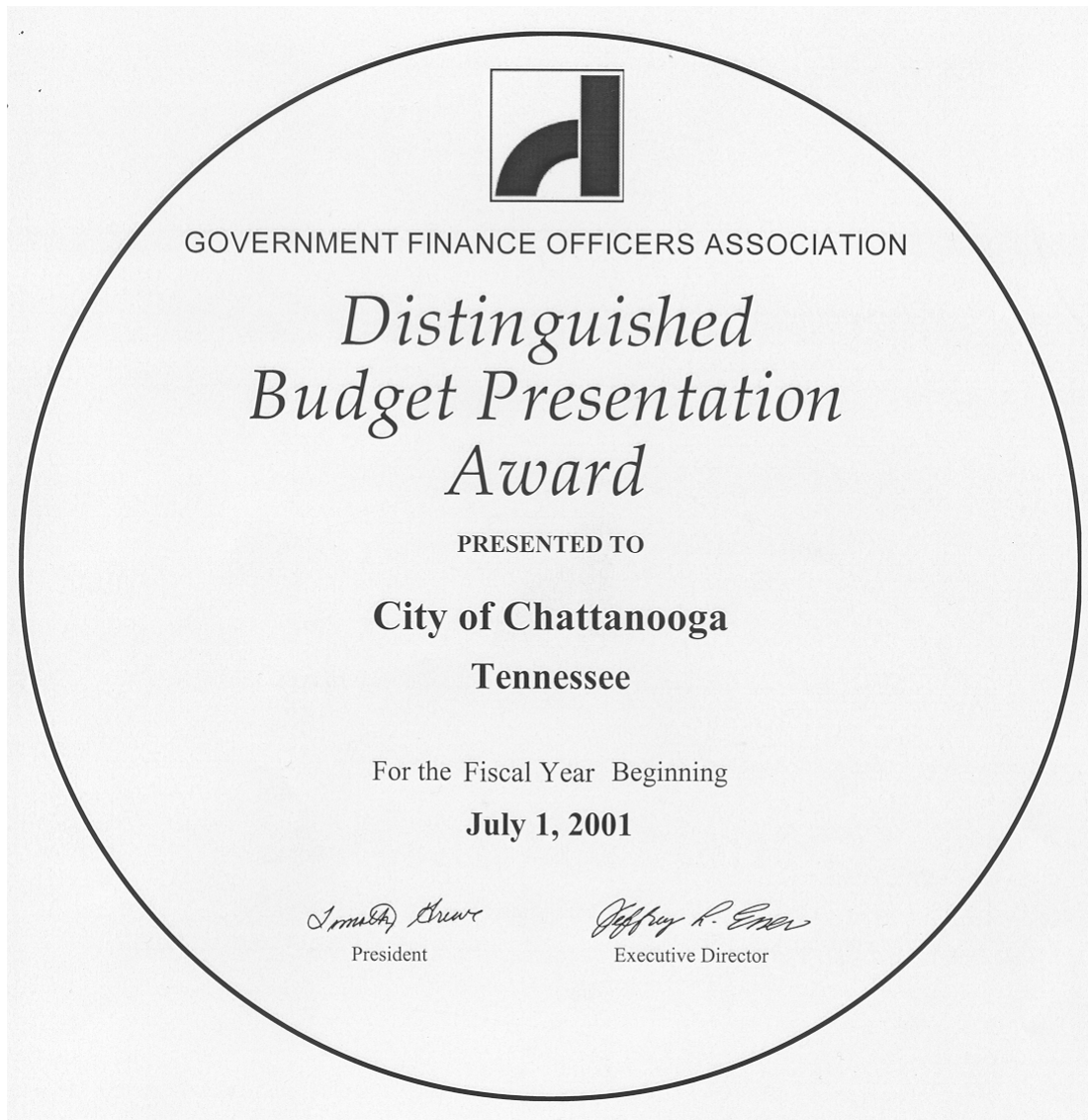
Respectfully submitted,



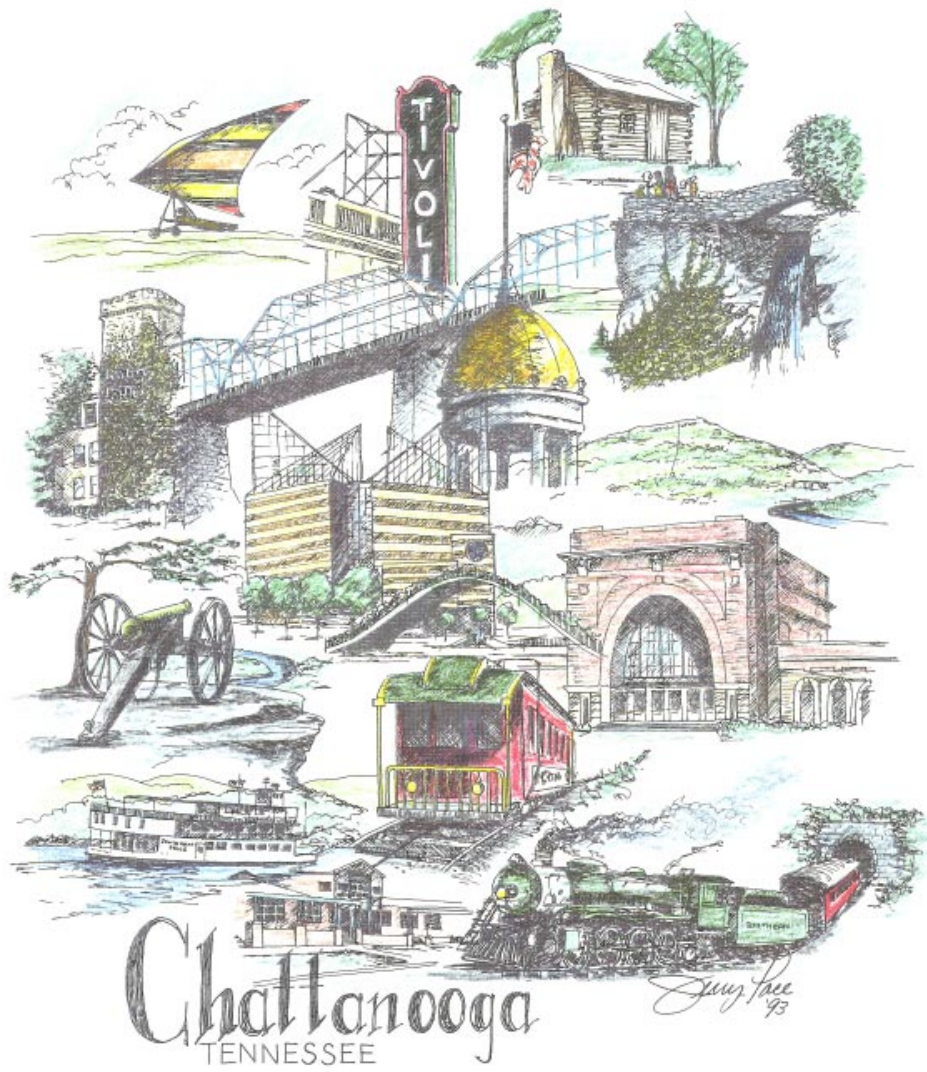
James S. Boney,  
Finance Administrator



# Budget Award



The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Chattanooga for its annual budget for the fiscal year beginning July 1, 2001. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operations guide, as a financial plan and as a communication device. The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.





the “front porch” of the city. The crown jewel is the expansion of the Tennessee Aquarium, solidifying its position as the finest freshwater aquarium in the world.

Manufacturers East comprises the area near the intersection of Manufacturers Road, Cherokee Boulevard, and Market Street. The plan calls for a new mixed-use neighborhood of residential and commercial development that mark the beginning of a connection between downtown and Moccasin Bend. The highlight of this district is the Tennessee Wetland Park, preserving the wetlands west of the Market Street Bridge as a nature reserve with an interpretive riverside boardwalk. The Adventure Playground and a segment of the Trail of Tears bring recreation and history to the district, and the collective components of the district provide a perfect complement to Coolidge Park.

Highlights of the remaining segment include: Cameron Harbor- anchoring the west end of M.L. King Boulevard with a marina, housing and offices, restaurants and shops, green space and river taxi linking to the developments upriver and down; Manufacturers West- celebrating the industrial character of the river's north shore, but tempering it with riparian habitats, riverwalk segments and a canoe launch; Moccasin Bend Gateway- providing a interpretive center, water taxi access and celebratory gateway into Moccasin Bend National Park, pending the declaration of park status.

Funding for the first phase of the 21st Century Waterfront Plan is estimated at over \$100 million from public and private sources. The City's share of cost estimated at over \$46 million will be funded by the recently levied Hotel Motel Tax.

In June 2002, the Tennessee Legislature enacted law (TCA 67-4-1401, et seq.) which removed constraints on municipalities giving them the freedom to enact a tax on the occupancy of hotel/motel rooms, in addition to the County Tax. In August 2002, the City levied such a tax to be phased in over a 30-month period beginning October 1, 2002 at 2%; increasing to 3% on October 1, 2003 and 4% effective May 1, 2005 and thereafter. This tax will be used to fund the 21st Century Waterfront Plan. (See section entitled Hotel Motel Occupancy Privilege Tax for more detail)

Four years ago, the State granted approval of a development mechanism known as the Tourist Development Zone (TDZ), which encompasses the heart of Chattanooga's downtown. The zone, known as the Southside Redevelopment District, is comprised of three districts — the Aquarium/Ross's Landing District, the Central Business District and the Southside Redevelopment District. The City, through the Southside

Redevelopment Corporation, is in the final phase of this project. The development will be supported by allocations of incremental increases in state and local sales and use tax revenues. Four facilities with more than 631,210 square feet and cost in excess of \$117.7 million are included in the project. It is anticipated that this investment planned will leverage more than \$400 million in private investment by 2006.

The Southside Redevelopment District is an opportunity to create a model community by rebuilding the District's job base and revitalize housing opportunities. In the heart of the TDZ is the convention and conference complex that includes four public use facilities. Three of the four facilities are complete and operational. They are (1) the Chattanooga, which is a 208,210 sq. ft. residential meeting facility, (2) a new 1029-space Parking Facility and (3) the Development Resource Center which is an 85,000 sq. ft. facility that serves as a model for better ways to develop a sustainable community. The fourth and final project, the 226,000 sq. ft. expansion of the Chattanooga-Hamilton County Convention and Trade Center is currently under construction and is scheduled for completion in the spring of 2003.

The developments that have taken place throughout the North Shore, the Central Business District, and the Southside Redevelopment District have come together to make the downtown Chattanooga area a gathering place for night and family and recreational activity. The implementation of the 21st Century Waterfront Plan will further highlight Chattanooga's ability to forge bold visions through aggressive implementation.

Chattanooga continues to place high priority on education. Two new schools were constructed and opened downtown in August 2002, representing the first new school buildings in the downtown area in decades. Other investments in the area include the renovation of a former office building into a school for children with special needs, revitalization of a department store building as a premier downtown housing development, a new bank branch, and a new office building in the central business district.

Neighborhoods and quality, affordable housing continue to be a priority in the community. The Chattanooga Neighborhood Enterprise broke ground on a 20-unit apartment building within eyesight for the University of Tennessee at Chattanooga. This unit will complement new housing units already built in the area.

The City continues to implement, through the Chattanooga Housing Authority, the HOPE VI Grant. This \$35 million grant from the Department of Housing and Urban Development (HUD) anchors a \$159 million project to

replace the Spencer J. McCallie Homes and revitalize the surrounding Alton Park neighborhood. Coupled with the Alton Park Development Corporation's master plan, the HOPE VI grant will bring about a major revitalization of one of the City's most depressed neighborhoods.

Despite the global attention to Chattanooga's downtown and environmental successes, economic growth in Chattanooga trails most of the rest of the South. During the 1990s, Chattanooga added jobs at only half the pace of the rest of the state. City officials have focused efforts on ways to reverse this trend of slow employment growth. The business culture in Chattanooga is on the verge of change. A venture capital firm with \$45 million in assets has been recruited to set up an office here. This will give entrepreneurs the needed access to capital that has been scarce in our local business environment. Additionally, \$1.5 million has been allocated by the City to target creation of new minority-owned businesses. The Chamber of Commerce, charged with the task to oversee economic development, has implemented its plan for a larger economic recruitment program. This will include hiring of a business recruitment expert as part of its long-term plan to create more jobs.

Chattanooga is also poised on the leading edge of the technological age. The Electric Power Board of Chattanooga has donated a portion of its nearly 60 miles fiber optic ring for economic development. This move is anticipated to create a high speed information corridor allowing Chattanooga to become a hub for future research, information sharing, and job growth. This hub has already attracted a new long distance firm to locate in the heart of the central business district, bringing new jobs to the area.

City and County officials have initiated plans for the development of the old Volunteer Army Ammunition Plant site- renamed Enterprise South. The \$7.5 million investment by the City and County provides a 940-acre tract, located within 2 miles of Interstate 75, approximately 700 acres of which can be made available for industrial development almost immediately. This is the largest block of land available within the city limits in several decades. Infrastructure is in place to support a wide range of manufacturing and industrial uses. The entire site exceeds 6,000 acres, and efforts continue to acquire the remaining portions for industrial and recreational uses.

The U.S. Department of Housing and Urban Development recently designated a selected area within Chattanooga as a Renewal Community. The area includes Alton Park, the Southside Redevelopment District, the M.L. King Boulevard district and downtown. This designation allows business to share \$17 billion in tax incentives provided as part of the 2000 Community Renewal Tax Relief Act. The

program gives new and existing businesses access to \$6 billion in tax incentives and \$11 billion in low-income housing and new market tax credits that can be used to help revitalize once-vibrant communities.

Hamilton Place Mall, Tennessee's largest, and now in its thirteenth year of operation, remains a magnet for millions of people. The 1.4 million-square-foot mall has brought in many tourist and locals with a savvy mix of new and familiar stores, theme restaurants and movie theaters. Thanks to the mall, the area has become a retail hotbed with more than 15 million visitors a year. Sales at Hamilton Place have grown steadily over the past decade and now average 30 percent above the national average for regional malls. That success has quickly spilled across Gunbarrel Road and Interstate 75. The number of businesses and amount of traffic in the mall area has more than doubled over the past decade. CBL and Associates, the mall's owner and developer of major retail space nation wide, has begun development of a multi-acre site on the south perimeter of the mall. Phase I is the construction of their new national headquarters office building, expected to be completed in January.

The City's two biggest local revenue sources are sales and property taxes. The local option sales tax rate is 2.25 percent (1.75 percent county-wide and .5 percent city only). The additional revenues generated by the ½ percent city only sales taxes are earmarked for schools and economic development. Following two successive reductions the property tax rate has remained at \$2.516 per \$100 assessed valuation for the past four years.

The City's capital initiatives reflect its continual commitment to economic development and long term sustainability of the City. In addition to the operating budget over \$40 million was appropriated for major initiatives. These include \$2.7 million for continued implementation of the RECREATE2008 plan which is a 10-year, \$65 million plan to upgrade the City's parks and playgrounds; \$11.8 million for various public works projects such as paving , street improvement, curbs, gutters and sidewalks, downtown streetscape, and equipment replacement; \$10.2 million for the development of Enterprise South (VAAP); \$4.6 million for the purchase and environmental cleanup of the Butcher Block; \$2.4 million for fire vehicles and other equipment; \$4.9 million for police fleet replacement and technology upgrades; \$1.1 million for CARTA as matching grants for vehicle replacement; \$1 million for City Hall renovation and \$1.8 million for other miscellaneous computer and hardware requirements.

## Awards of Achievement

In addition to the development in and around town, the City was privileged to receive the 1994 City Livability Award for its *Renaissance on the River* presentation. The United States Conference of Mayors established the City Livability Awards Program to honor the outstanding leadership of Mayors devoted to enhancing "livability" across the country. The award highlights the mayors' commitment to improving cities and their encouragement of the diverse creativity in our community. The focus for the 1994 City Livability Awards was on the arts and culture. Chattanooga was also designated as one of America's most livable communities by Partners for Livable Places in Washington, D.C. In January 1995, the President's Council on Sustainable Development Conference was conducted in the City of Chattanooga.



On March 28, 1996 in Toronto, Canada, the City of Chattanooga was selected by the Best Practices Jury as one of 12 winners of the Tokyo and Dubar "Awards of Excellence in Improving the Living Environment". This initiative was given special recognition at the City Summit in Istanbul, Turkey at a special awards ceremony June 4, 1996. The award included a special plaque, a scroll, and a grant that was used to cover costs of travel and per diem for two people directly involved in The Best Practice project.

- One of six cities in the world featured by U.S. News & World Report last year as "Cities that Work."
- One of America's 10 most family-friendly cities to visit, according to Family fun magazine last year.
- One of the "Reborn Cities" profiled by Parade magazine earlier this year.
- One of the 10 "Most Enlightened Cities" featured by Utne Reader magazine.
- One of "America's Best Walking Cities" saluted by Walking Magazine.

We are honored with the distinction of receiving, for the past ten years, the Certificate of Achievement for Excellence in Financial Reporting for our preparation of state and local government financial reports. The Fiscal Year 2002 CAFR is currently being submitted for review.

Also, for six years we were honored with the distinction of receiving the Distinguished Budget Presentation Award.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device. The award is valid for a period of one year only. We believe our 2003 budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

## Form of Government

The City operates under a Mayor/Council form of government. The Mayor is elected at-large and is not a member of the City Council. The Council is composed of nine members, with each member being elected from one of nine districts within the geographic boundaries of the City. The Mayor and Council are elected for four-year terms. The Mayor is the City's chief executive officer and oversees the operation of all City departments including the seven principal departments – Fire, Police, Parks Recreation, Arts & Culture, Finance and Administration, Human Services, Public Works and General Services. The City employs approximately 2,148 full-time employees and approximately 294 part-time employees. The City's Electric Power Board has an additional 452 employees.

Date of Organization: 1839

Form of Government: Council/Mayor,

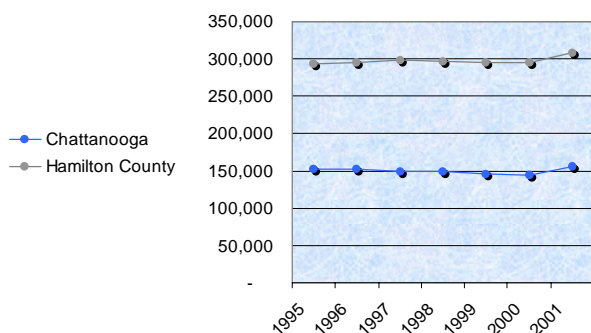
Chattanooga City Government	
Government Type	Mayor/Council
Police Officers	472
Police Vehicles	400
Firefighters	399
Equipment	70
Insurance Rate	Class 3
Source: City of Chattanooga	

## Demographics

During 1995 thru 2001, the population for Chattanooga show an increase of approximated 2%. The population for Hamilton County shows a 5% increase, respectively.

Population		
	Chattanooga	Hamilton County
1995	152,642	294,070
1996	153,154	295,183
1997	149,513	299,320
1998	148,820	296,468
1999	146,615	294,897
2000	144,776	294,982
2001	155,554	307,896

Source: Chamber of Commerce



## Land Area and Usage

### Area per Square Mile

1950	28.0
1960	36.7
1970	52.5
1980	126.9
1990	126.9
2000	144.1

The county's land use is predominately agricultural woodland with approximately 73,419 acres or 21.2% having been developed.

### Miles of Streets (City)

Paved	1,100
-------	-------

### Miles of Streets (County)

Paved	2,239
Unpaved	180

## Elections (County-wide):

Registered Voters	189,559
Votes Cast in Last Election	120,584
Registered Voters Voting	63.61%

Source: County Election Commission (October 2001)

## Racial Composition

	City	County
Asian & Pacific Islanders	2.00%	1.6%
African-American	36.7	20.6
Caucasian	60.7	77.3
Other	1.4	1.1

Source: Chamber of Commerce

## Median Household Effective Buying Income

Chattanooga	\$28,919
Tennessee	\$31,464
United States	\$34,618

Source: Sales & Marketing Management Survey of Buying Power

## Housing Units-Chattanooga

Total Housing Units	72,108
Single Unit Structures	60.2%
Owner Occupied	54.9%
Median value of Owner-Occupied Housing	\$54,100

Per Capita Income				
	Hamilton Co.	Growth Rate	Chattanooga MSA	Growth Rate
1996	\$19,046	3.70%	\$17,007	4.00%
1997	19,350	1.6	17,310	1.8
1998	20,232	4.6	18,308	5.8
1999	21,710	7.3	19,464	6.3
2000	22,587	4	20,320	4.4
2002	22,350	n/a	19,831	n/a

Source: Chamber of Commerce

Source: National Decision Systems

## Service Statistics

### Education

There are 79 public schools in the Hamilton County are with a combined enrollment of 40,112. The type of schools and number in County is as follows: Elementary (46); Middle (16); Middle thru High (3); Senior High (12); Kindergarten thru eight, eleven, & 12 (2)

There are 27 private and parochial schools in the Hamilton County area with combined enrollment of 11,000. The type of school and number in County is as follows: Parochial (18); Elementary (6); Preparatory (3).

## Facilities

### Convention & Meeting Facilities (Capacity)

Soldier's and Sailor's Memorial Auditorium (4,843); Chattanooga-Hamilton County Convention & Trade Center (7,500); Tivoli Theater (1,800); UTC Roundhouse Arena (12,000); Engel Stadium (7,000); UTC Chamberlain Field (12,500); Finley Stadium (20,000)

### Cultural Activities & Facilities

Hunter Museum of American Art, the Houston Museum of Decorative Arts, Bluff View Art District, Chattanooga Ballet, Chattanooga Theatre Center, UTC Fine Arts Center, the Chattanooga Symphony and Opera Association, the Arts & Education Council, the Chattanooga Boys Choir, and the Chattanooga Girls Choir, Bessie Smith Performance Hall, Afro-American Museum

### Recreational Facilities

- 49 Parks
- 17 Golf Courses
- 19 Recreation Centers
- 48 Summer Playgrounds
- 79 Ball Fields
- 200 Public & Private Tennis Courts
- 55 Swimming Pools
- 15 Theaters
- 3 Bowling Alleys

## Transportation

Airport: Lovell Field operated by the Chattanooga Metropolitan Airport Authority.

Airline carriers: US Airways, American Eagle, Northwest Airlin, Comair, Atlantic Southeastern Airlines, US Air Express

Privately owned and operated airport facilities: Collegedale Municipal Airport and Dallas Bay Skypark

Railway service: Norfolk Southern Railway System and CSX Transportation System

Local mass transportation service: Chattanooga Area Regional Transportation Authority  
Buses 68 Routes 16

### Highways:

Interstate highways 3 US highways 7  
State highways 5

## Customer Services

### Electric Power Board

Customers.....153,748  
Rate..... \$0.0631/ kw-hr

### Public Works:

Solid Waste Collected (tons).....453.320  
Street Miles (Center line).....276miles  
Signalized Intersections.....260

### Interceptor Sewer System:

Total Investment.....\$100 million  
Volumes:  
" Approx. 61.1 MGD or 22.3 billion gallons per year  
" 52.4 mil lbs/yr CBOD removed at 94.3% efficiency  
" 153.5 mil lbs/year Suspended Solids removed at 97.9% efficiency  
" 23,409 tons/yr dewatered sludge to Landfill  
" 3.5 million gallons of septage per year

### Waste Load Distribution:

" 50% Domestic Waste approx. 220,000 persons  
" 50% Industrial Waste 100 permitted industries

Areas Served.....11  
Sewer and Pump Stations:  
Miles of sewer.....1,200  
Diameter.....4 to 84inches  
Major Pump Stations.....7  
Minor Pump Stations.....48  
Residential/Grinder Stations.....121

### Police Protection

Sworn Officers.....472  
Crime Index.....14,688  
Crime rate (per 1,000 pop.).....93.84  
Traffic Accidents.....13,502  
Traffic Citations.....26,110  
Calls for Service.....159,286  
Average response time.....4.12 min

**Fire Protection**

Sworn Officers.....	399
Fire Stations.....	20
First Line Fire Trucks.....	8
First Line Fire Engines.....	17
Fire Runs.....	5,100
EMS Runs.....	5,200
Average response time:	
Fire.....	4.5min
Medic.....	4.5min

**Building Permits Issued & Value**

1995.....	2,109.....	215,706,030
1996.....	2,258.....	289,913,419
1997.....	2,343.....	236,856,304
1998.....	2,338.....	286,159,625
1999.....	2,263.....	304,112,845
2000.....	2,421.....	283,589,165
2001.....	2,447.....	365,949,555

**Economic****Bond Ratings**

Fitch.....	AA
Standard & Poor's.....	AA

**Largest Employers in the Chattanooga Area**

The largest employers within the Chattanooga area in the manufacturing and non-manufacturing sectors are:

**TOP 10 NON-MANUFACTURERS**

<b><u>Employer</u></b>	<b><u>Number of Employees</u></b>	<b><u>Type of Service</u></b>
Hamilton County Dept. of Education	6,793	Elementary & Secondary Schools
Covenant Transport	5,629	Trucking
Erlanger Medical Center	4,300	Hospital
Blue Cross & Blue Shield of Tenn.	4,300	Insurance
Memorial Hospital	3,500	Hospital
Tennessee Valley Authority	3,338	Utility Electric Service
UnumProvident Corp.	2,822	Insurance
City of Chattanooga	2,627	Government
CIGNA Health Care	2,285	Insurance
Bi-Lo, Incorp.	1,579	Grocery Store

**TOP 10 MANUFACTURERS**

<b><u>Employer</u></b>	<b><u>Number of Employees</u></b>	<b><u>Type of Service</u></b>
McKee Foods Corp.	3,500	Cakes & Cookies
Synthetic Industries	2,343	Carpet Backing
Roper Corp.	1,950	Cooking Ranges
Con Agra (formerly Seaboard Farms)	1,563	Process Boiler Chickens
Astec Industries, Inc.	1,401	Asphalt, & Dust Collectors
Shaw Industries	1,182	Carpet
DuPont Company	1,520	Synthetic Yarn
Olan Mills, Inc.	732	Portrait Studio
US Pipe and Foundry	644	Iron Pressure Fittings

# City Officials as of July 1, 2003

Mayor: Robert Corker

Chief of Staff: Mike Compton

## City Council:

John Lively	District 1		
Sally Robinson	District 2	Ron Littlefield	District 6
Dan Page	District 3	John Taylor	District 7
Jack Benson	District 4	Leamon Pierce	District 8
John P. Franklin Jr.	District 5	Yusuf A. Hakeem	District 9

Legislative Staff: Carol K. O'Neal, Clerk of the Council

Legal: Randall Nelson, City Attorney

City Court: Walter F. Williams, City Court Judge  
Russell Bean, City Court Judge  
Ed Hammonds, City Court Clerk

## Department Administrators and Directors:

### Finance & Administration:

James S. Boney, Administrator  
Daisy W. Madison, Deputy Administrator

### Human Services:

Bernadine Turner, Administrator  
Tommie Pruitt, Deputy Administrator

Police: Jimmie L. Dotson, Chief

### Personnel:

Donna Kelley, Administrator

Fire: Jim M. Coppinger, Chief

### Neighborhood Services:

Kenardo Curry, Administrator  
William Penn, Assistant to Administrator, NS

### Public Works:

Bill McDonald, Administrator  
Beverly Johnson, Deputy Administrator

### Community Development:

Rayburn Traugher, CD Administrator

### Parks & Recreation:

Jerry Mitchell, Administrator  
Janice Miller-Hester, Deputy Administrator

### Regional Planning Agency:

Barry Bennett, Director

### Chattanooga-Hamilton County Bicentennial Library:

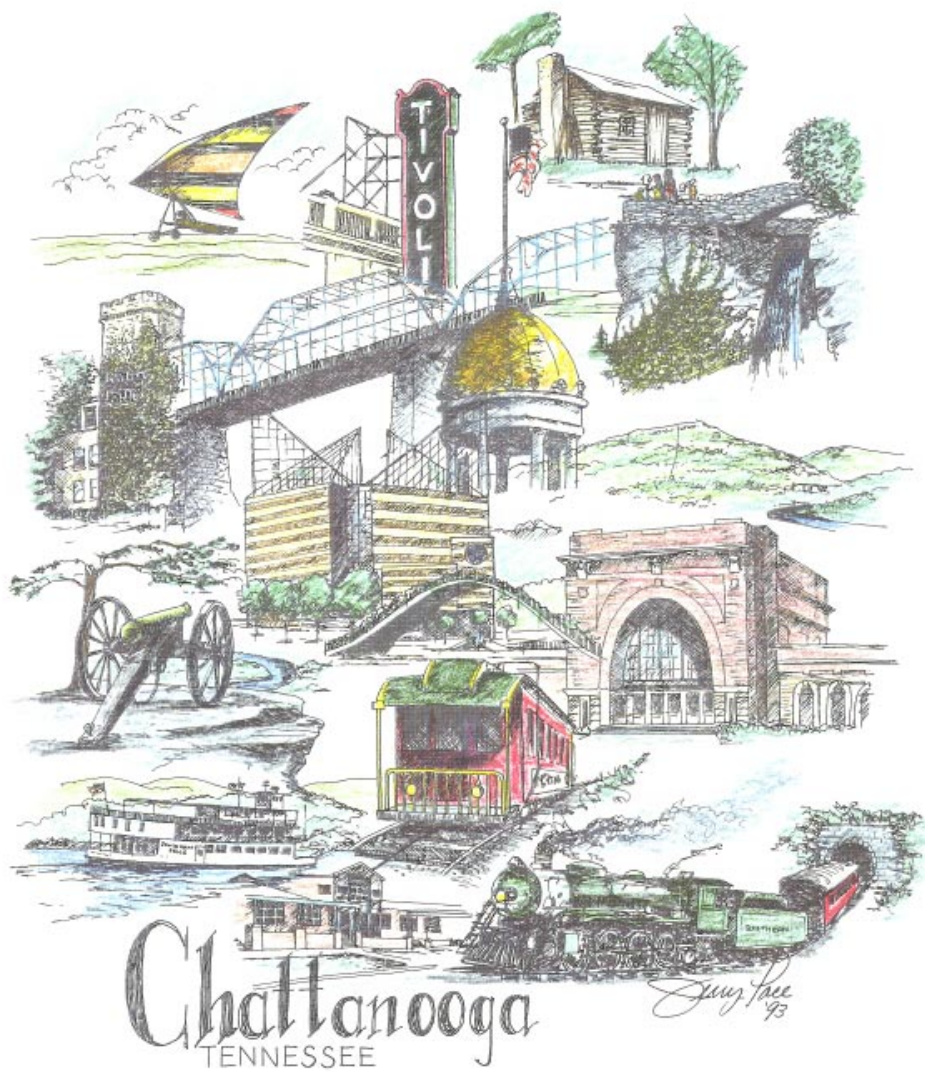
David Clapp, Director

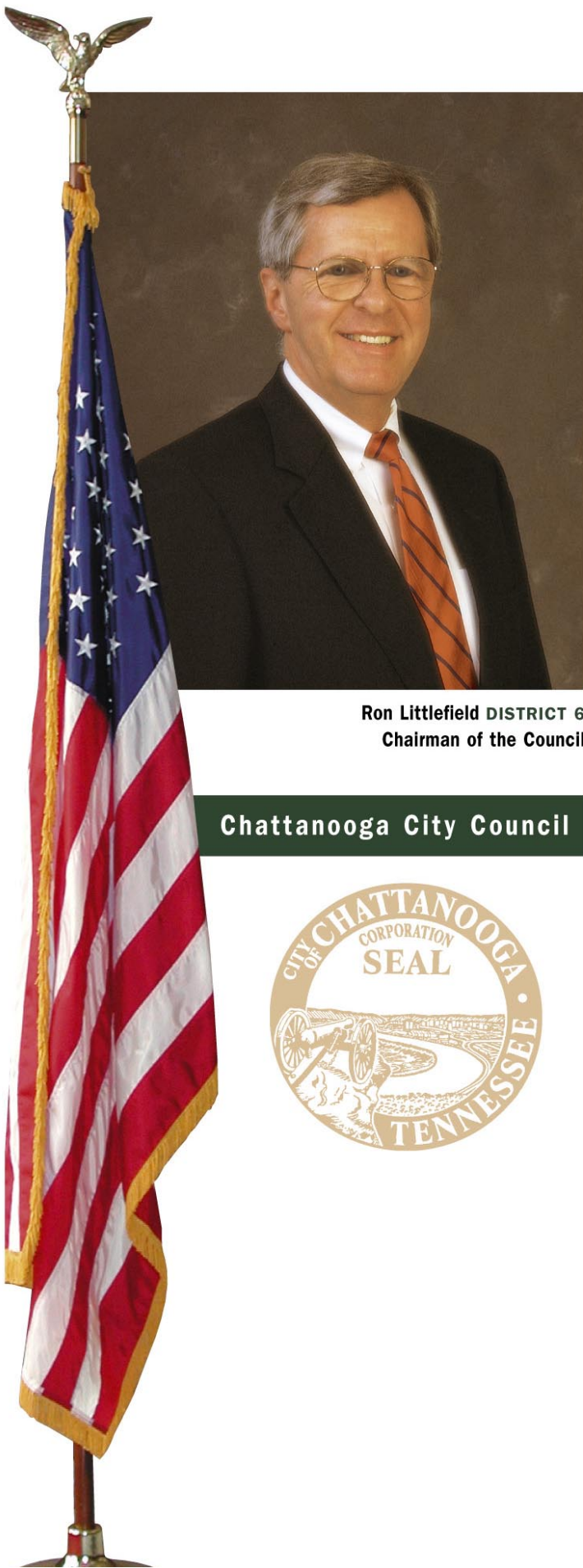
### Air Pollution Control:

Robert H. Colby, Director

### Scenic Cities Beautiful:

Carolyn Skipper, Director





**Ron Littlefield DISTRICT 6**  
Chairman of the Council

**Chattanooga City Council**



**John Lively DISTRICT 1**



**Sally Robinson DISTRICT 2**



**Dan Page DISTRICT 3**



**Jack Benson DISTRICT 4**



**John P. Franklin DISTRICT 5**



**John Taylor DISTRICT 7**



**Leamon Pierce DISTRICT 8**



**Yusuf A. Hakeem DISTRICT 9**

PHOTOS BY MED DEMENT, HOUSE OF PHOTOGRAPHY

# Meet US Mayor

## **Mayor, Robert P. Corker**

Mayor Bob Corker graduated from the University of Tennessee in 1974 with a Bachelor of Science Degree in Industrial Management. He began his career in 1974 as a Project Manager and Construction Superintendent until he founded Bencor Corporation in 1978. Bencor specialized in building retail shopping centers and operated in 18 states.

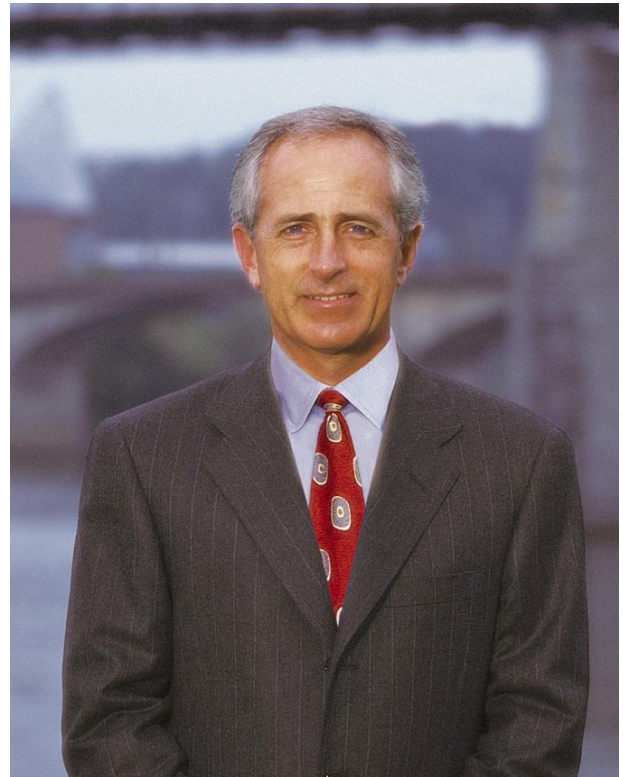
Over time, the acquisition of real estate and other investments became Mayor Corker's business focus and the construction arm of his company was sold in 1990. In 1999, he acquired Osborne Building Corporation and Stone Fort Land Company, the two largest and most historic real estate companies in Chattanooga.

In 1986, Mayor Corker led the creation of Chattanooga Neighborhood Enterprise (CNE), a non-profit, public/private partnership, and served as its founding Chairman. Through the hard work of a diverse group of community participants, CNE has become a national model for neighborhood revitalization, having invested more than \$200 million dollars and having helped more than 6,000 families in Chattanooga find decent, fit and affordable housing.

In 1995, Mayor Corker was recruited to serve as Commissioner of Finance and Administration for the State of Tennessee. There, he was widely acclaimed for his ability to bring together people from both sides of the aisle to solve problems. Among his responsibilities were the preparation and implementation of Tennessee's \$13 billion state budget and overseeing the general operations of the state.

In March of 2001, Bob Corker was elected Mayor of Chattanooga, earning 54% of the vote and a first ballot victory in a crowded field of eleven candidates.

Mayor Corker serves, or has served, on the board of directors of the University of Chattanooga Foundation, Chattanooga Housing Authority, Chattanooga Neighborhood Enterprise, U.S. Xpress Enterprises, Inc., River City Company, American National Bank and Trust Company, Siskin Memorial Foundation, Creative



Discovery Museum, Regional Planning Agency, Southside Development Corporation, Memorial Hospital, Tennessee Housing Development Agency, Chattanooga Venture, Chattanooga Chamber of Commerce, Associated General Contractors, the Executive Committee of the United Way, the Rotary Club and the Urban League. He is past Chairman of the Administrative Board and past Finance Chairman of First Centenary United Methodist Church and a past member of the University of Tennessee at Chattanooga Chancellor's Roundtable. Mayor Corker is a former member of the Governor's Task Force on Low-Income Housing as well as a former Trustee of the Tri-State Carpenters' Fringe Benefit Fund.

The Mayor and his family are members of St. Paul's Episcopal Church. He and his wife, Elizabeth, and their two daughters, Julia (13) and Emily (11) live in North Chattanooga.

# Council Members

## **John Lively, District 1**

Mr. Lively had never been involved in politics before friends talked him into running in 1990. "He says that it is "more difficult to govern...to get things done...than most people realize." His special interest is cutting waste from city's budget. Lively worked in sales and marketing for General Mills for 20 years and is still active in the business world selling commercial waste removal services to contractors and others. He attended Central High and UTC, and put in 35 years of active service in the National Guard. Lively was a football official with the Tennessee Secondary School Athletic Association for 20 years spending many Friday nights refereeing games around the region. Lively is Deacon of Lookout Valley Baptist Church, a choir member and Sunday school teacher. Lively and his wife Margie Bryan, have been married for 35 years and have three daughters.

Represents citizens in areas: Mountain Creek, Northwoods North, Valley View East, Wauhatchie  
Phone: 757-5196  
Address: 263 Garden Road, Chattanooga, TN 37419

## **Sally Robinson, District 2**

Sally Robinson has been involved in downtown revitalization and riverfront development in Chattanooga since 1980 as a founding member of the Riverbend Festival, and has volunteered through the years on the Moccasin Bend Task Force, Walnut Street Bridge Restoration, Cornerstones Historic Preservation and Friends of Moccasin Bend National Park. She is past executive director of the Arts & Education Council where she worked to establish the Chattanooga Conference on Southern Literature. Ms. Robinson is past executive director of Chattanooga Downtown Partnership where she expanded the Nightfall Concerts, established the Downtown Business and Merchants Roundtable Association, and developed seasonal activities promoting downtown year-round. She has served on the board of the International Downtown Association, and was elected to City Council in 2001. Ms. Robinson attended the University of North Carolina and graduated from the University of Tennessee-Chattanooga. Ms. Robinson is a member of St. Paul's Episcopal Church. She is married to attorney Sam Robinson and has four children and one grandchild

Represents citizens in areas: Lupton City, North Chattanooga, Northgate, Northwoods South, Riverview, and Stuart Heights  
Phone: 757-5196  
Address: 1136 Constitution Drive – Chattanooga, TN 37405

## **Dan Page, District 3**

Councilman Dan Page, in his first venture into politics, was elected to the Council in 2001. Dan, a lifelong resident of Chattanooga, is founder and president of Greenleaf Health Systems. He grew up in the Avondale-East Chattanooga area and graduated from Central High School. He earned a Masters Degree from the University of Tennessee at Chattanooga and completed post-graduate studies at the University of Tennessee at Knoxville. Dan currently resides with his wife of 37 years, Shirley Lowe Page, in the Hixson area. They are actively involved at Trinity Lutheran Church. Dan Page has had a successful business career while raising two sons, Brent and Brian, who graduated from Chattanooga public schools...Hixson High School and Chattanooga High School of the Performing Arts. Dan is a Rotarian, a Trustee Emeritus of Newberry College, has been a board member of the North Chickamauga Creek Conservancy and the North River YMCA. He served on the core group that initiated the Interfaith Hospitality Network of Greater Chattanooga and has been involved with Northside Neighborhood House. Dan's interest is to continue helping people by listening to the citizens and providing them leadership with a strong voice. He believes public service is of the highest calling. He supports encouraging better community planning and promoting a strong business climate for Chattanooga.

Represents citizens in areas: Dupont, Hixson 1, Hixson 2, Kingsport, Lake Hills, Murray Hills  
Phone: 757-5196  
Address: 3000 Hamill Road – Hixson, TN 37343

## **Jack Benson, District 4**

W. Jack Benson, B.S. Peabody at Vanderbilt, M. Ed. University of Chattanooga, Post Graduate at University of Tennessee at Knoxville. He is presently serving on the Chattanooga City Council as Councilman from District 4.

Mr Benson served for 35 years in the Chattanooga Public School System as an elementary and junior high teacher and then as principal of two elementary schools and two junior high schools. He then moved to a system-wide position at the administrative office where he served as Director of Curriculum and as the Assistant to the Superintendent. After retirement from the school system Mr Benson served as the Executive Director of the Chattanooga Big Brothers/Big Sisters Association.

Mr Benson is a Past-President of the Association of United Way Agency Directors. He has also served on the boards of the National Education Association; Tennessee

# Council Members

Education Association; Southern Association of College and Secondary Schools; Chattanooga/Hamilton County Planning Commission; Tele-scripps Cable Access; Council of Alcohol and Drug Abuse Services; Chattanooga Education Association; United Way Allocation Panel; Armed Forces Committee; Camp Ocoee; and Boy Scout Exposition.

Represents citizens in areas: Concord 1, Concord 2, East Brainerd, Tyner  
Phone: 757-5196  
Address: 2302 Laurelton Creek Lane – Chattanooga, TN 37421

## **John P. Franklin, Jr., District 5**

John Franklin—better known as Duke—was elected in 1998. He graduated from Brainerd High where he excelled in football and track. He received a business degree from Hampton University. Duke is a third-generation director of Franklin-Strickland Funeral Home, and past president of the Tennessee Funeral Director's Association. He has served on numerous boards including Partners for Academic Excellence, Chamber of Commerce, Jewish Community Center, and Zoning Board of Appeals for Variance and Special Permits. The Councilman is interested in improving the climate for new and existing business and upgrading property values in his district. Duke is an avid golfer.

Represents citizens in areas: Airport, Bonny Oaks, Dalewood, Eastdale, Woodmore  
Phone: 757-5196  
Address: 2233 Nimitz St. – Chattanooga, TN 37406

## **Ron Littlefield, District 6, Chairman**

Ron Littlefield is a professional city planner with 32 years of experience working with cities, counties, states and private sector organizations.

He was the first director of Chattanooga's combined city/county/chamber of commerce economic development office where, in 1981, he initiated the annual leadership visits to dynamic cities such as Indianapolis, Baltimore and Charlotte that have inspired a number of major Chattanooga projects.

In 1984, he was an incorporator and initial Executive Director of Chattanooga Venture where he led the successful Vision 2000 planning program -credited with shaping the communities grand scale ideas for riverfront and downtown redevelopment

Subsequently, he was elected Commissioner of Public Works for the City of Chattanooga where he had opportunities to implement plans for restoration of the Walnut Street Bridge and construction of streets, sewers and other infrastructure associated with the Tennessee Aquarium and related projects.

Later following a change in the form of local government, he became the first Chairman of the new Chattanooga City Council and helped to guide the community's transition from the old form of government to the new.

During an eight-year hiatus from public office, Littlefield worked as a planning consultant for a number of public and private clients on a wide variety of development projects. In 1998, he was recruited by Mayor Jon Kinsey to assist with proposals for a high-speed passenger rail connection between Chattanooga and Atlanta.

In April of 2001, he was reelected to the Chattanooga City Council from District Six and subsequently was selected by fellow council members to serve as Vice Chairman

Represents citizens in areas: Brainerd, Brainerd Hills, Cedar Hill, Eastgate, Missionary Ridge North, Missionary Ridge South, Ridgedale, Sunnyside  
Phone: 757-5196  
Address: 3420 Glendon Drive – Chattanooga, TN 37411

## **John R. Taylor, Sr., District 7**

Mr. Taylor was elected to the City Council in 1997. He is president of Taylor Funeral Home, a family owned business established in 1989 employing 20 people. He is president of the Scales Funeral Home in Nashville. He graduated from Brainerd High and Southwestern Christian College in Tiarell, Texas, and went on to get a degree in Mortuary Science. His district is 50% black and 50% white; some constituents live in poverty and others are wealthy. He is interested in empowering underdeveloped neighborhoods by bringing more people into the governmental process... "for the people and by the people". Taylor loves to travel (but hates to fly) and in Spring 1999 journeyed to Johannesburg, South Africa as an embalming consultant. He is married to Anita, a native of Indianapolis. They have two sons and are active members of the Avondale Church of Christ where John is educational director.

Represents citizens in areas: Alton Park, East Lake, Howard, Moccasin Bend, Piney Woods, St. Elmo  
Phone: 757-5196  
Address: 4611 Tennessee Ave. – Chattanooga, TN 37409

## **Leamon Pierce, District 8**

Mr. Pierce and his wife Sue have one child and have lived in Park City all their lives. He has operated his own business, Liberty Bonding Company and Lesser Properties, since 1974. He was elected to City Council in 1990. Pierce's career history includes five years as a linesman with TVA and six years with the Electric Power Board where he became the company's first Black linesman. He has been an activist for equal opportunity through many years of service with NAACP, the Action Coordinating Council, Operation PUSH and the Unity Group.

# Council Members

Represents citizens in areas: Avondale, Bushtown, City Hall, Clifton Hills, Courthouse, Downtown  
Phone: 757-5196

Address: 2710 Cannon Ave. – Chattanooga, TN 37404

## **Yusuf Hakeem, District 9**

Yusuf Abdul Hakeem retired from the General Electric Corporation after 25 years of service, and was one of the pioneers who started the Islamic Center in Chattanooga. He served on the Board of Education for 10 years, and on many other local boards—both past and present—including Chattanooga Neighborhood Enterprise, the Regional History Museum and the Bethlehem Center and Credit Union. Hakeem has been very active in the Tennessee Municipal League and is currently on the Board of Directors; he chaired the League's Telecommunications Committee in 1996. Hakeem was elected to City Council in 1990 and is now serving his 3rd term on the Council. He is a graduate of Howard High School and Chattanooga State. He and his wife Beseemah have four children—all are college graduates.

Represents citizens in areas: Amnicola, East Chattanooga, East Side, Glenwood, Highland Park  
Phone: 757-5196

Address: 504 Kilmer St. – Chattanooga, TN 37404

*Elections for Chair and Vice Chair are made each year, generally the 3rd week of April. Each councilperson will be up for re-election in 2005 (their current terms run from April, 2001 until April, 2005).*

# Financial Staff

## **James S. Boney, Chief Financial Officer**

Jim Boney was appointed City Finance Officer in 1992 and has been re-appointed three times. Prior to his appointment, Boney served 26 years with the United States Air Force, retiring as a Colonel to accept this position. Under his leadership, the City of Chattanooga has been recognized for excellence in financial reporting, and has achieved an upgraded credit rating from the major rating agencies. Boney serves on numerous civic boards in the community and is a trustee of the Chattanooga-Hamilton County Hospital Authority (the Erlanger Health System). He and his wife of 31 years, Dianne, have three children. **Office Phone: 757-5234**

## **Daisy W. Madison, Deputy Financial Officer**

Daisy W. Madison was hired as Deputy Finance Officer in 1992. She is a Certified Public Accountant with over 22 years of experience in financial accounting and auditing which include 10 years as staff auditor for the U.S. General Accounting Office, Arthur Anderson & Company and audit manager for the internal audit division of Hamilton County government. Prior to coming to the City, she served as Director of Financial Management for Hamilton County government for over 10 years. Mrs. Madison initiated the first successful attempt by the City to obtain the GFOA certificate of achievement in financial reporting which was instrumental in the city's achieving an upgraded bond rating. She is involved in numerous community and civic organization which promote a better quality of life in Chattanooga. Daisy and her husband of 24 years, Sam, are the *proud* (smile) parents of four children.

**Office Phone: 757-5232**

## **Fredia F. Kitchen, Budget Officer**

Fredia F. Kitchen was promoted to Budget Officer in March, 2000. Prior to Budget Officer, her career with the City began in 1980 where she started out in Payroll, moving to Budget in 1984 as a Budget Analyst, then promoted to Senior Budget Analyst. In addition to major budget duties, she monitors all City Investments, performs Revenue Analysis, and Bond Analysis, including gathering data for official statement preparation. She is married to Ken, who is an Information System Programming Manager in the City's Information Services division.

**Office Phone: 757-0524**

## **Simone M. White, Sr. Budget Analyst**

Simone White joined the City in March 1993 as a Budget Analyst. In November, 2000 she was promoted to her current position. She handles budgets for Finance & Administration, Police, Neighborhood Services, and the Interceptor Sewer. Prior to joining the City, she was a Business Analyst for the City of Charleston (South Carolina). Simone holds a Bachelor of Science in Accounting from Clemson University (SC). She serves as a reviewer for the GFOA's Distinguished Budget Awards Program. Her other activities include serving as President-Elect on the Chattanooga Chapter Association of Government Accountants, Daisy Girl Scout Leader, member of Delta Sigma Theta Sorority, and several church related activities. Simone is married to the wonderful Jerrold Javier White, an attorney practicing in the Chattanooga area.

**Office Phone: 757-0534**

## **Christopher Haley, Budget Analyst**

Chris Haley was hired as a Budget Analyst in 1996. He handles budgets for selected General Government accounts and Parks, Recreation, Arts, & Culture. Prior to coming to the City, he worked in internal audit with Hamilton County. **Office Phone: 757-0537**

## **Randall Ray, Budget Analyst**

Randall Ray was hired by the City in 1986. Prior to that he was a Sales Tax Auditor for the State of Tennessee for 2 years. He is a graduate of Middle Tennessee State University. He handles budgets for Fleet Services, Fire, and Public Works. He has been married to the former Teena Andrews for fifteen years with two cats (Bearden and Ernest T. Bass). **Office Phone: 757-0535**

## **Beverly Isaac, Budget Analyst**

Beverly Isaac was hired in February 2001 as a Budget Analyst. She handles budget for General Government, Personnel, and the joint funded agencies (Human Services, Regional Planning Agency, Air Pollution, and Scenic Cities Beautiful). Beverly is a graduate of Southern University located in Baton Rouge, Louisiana. She holds a Bachelor of Science in Accounting. Prior to coming to the City, she served in the United States Army for seven years. She held various positions in the Finance Department. **Office Phone: 757-4751**

# Organization Chart

